

# TOWNSVILLE HOSPITAL AND HEALTH SERVICE

# STRATEGIC PLAN

## 2022-2026

2025 REVIEW

Townsville  
Hospital  
and Health  
Service



## ABOUT US

Townsville Hospital and Health Service is the public healthcare provider for more than 250,000 people. We serve the communities of Townsville, Burdekin, Charters Towers, Flinders, Richmond, Hinchinbrook, and Palm Island across a catchment spanning more than 150,000km<sup>2</sup> which is bigger than many countries.

In doing so, we operate 21 facilities: 19 hospitals and health centres and two aged care homes. More than 7,000 people work across these facilities, which is about one in every 15-working people in the region, making us part of the communities we serve.

We provide a comprehensive range of services, from primary care in remote locations, to highly specialised services at Townsville University Hospital which is the largest tertiary referral hospital in Northern Australia. No health provider in Queensland has a greater breadth of service delivery.

More than providing the healthcare of today; we are planning and innovating for the future. Our staff and collaborators are advancing health through impactful research and transformation. While as a major teaching hospital, we are training the health workforce of tomorrow.

Our vision is world-class healthcare for northern Queensland. This plan is our commitment to this ambition. It outlines the strategies we will pursue to realise it and the measures we will monitor to know that we have.

## OUR CONTRIBUTION TO THE QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

Townsville HHS supports the Government's objectives for the community. Specifically:

### Health services when you need them

- A priority of the Queensland Government is providing health services where and when Queenslanders need them most.
- This strategic plan outlines how the Townsville HHS will contribute to this objective.

## OUR COMMITMENT TO HUMAN RIGHTS

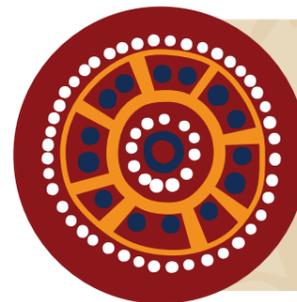
We respect, protect, and promote human rights in everything we do.

## OUR CHALLENGES

- Increasing demand, arising from a growing and ageing population, rising disease burden, declining health insurance coverage, and increasing service utilisation.
- Attracting and retaining a highly skilled workforce in regional Queensland.
- Operating within a highly constrained funding environment with limited growth.
- Sustaining safe, quality services across a large, geographically dispersed region.
- System fragmentation which adversely impacts the ability to integrate services.

## OUR OPPORTUNITIES

- Significant funding to expand our facilities.
- Building our brand and being a great place to work.
- Pursuing innovative care models that optimise outcomes.
- Harnessing the potential of our people and technology.
- Leveraging our strong education, research, and provider partnerships.



## ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Townsville HHS acknowledges Aboriginal and Torres Strait Islander peoples as the first people and Traditional Custodians of the lands on which we walk, talk, work and live. We pay respect to Elders past, present, and emerging.



We are committed to providing accessible services to those from culturally and linguistically diverse backgrounds. If you have difficulty in understanding the strategic plan, you can contact us on telephone (07) 4433 1111 and we will arrange an interpreter to effectively communicate it to you.



Queensland  
Government

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## Enhance patient outcomes

### STRATEGIES

- Ensure the highest standards of safety and quality
- Focus on early intervention and hospital avoidance
- Treat all patients within recommended timeframes
- Improve health equity for First Nations people
- Research, innovate, and pursue excellence.

### MEASURES

- ↓ Hospital Standardised Mortality Ratio
- ↓ Potentially Preventable Hospitalisations
- ↑ Patients Treated Within Recommended Timeframes
- ↑ First Nations Patient Access Rates
- ↑ Clinical Trials and Research Publications.



## Improve staff experience

### STRATEGIES

- Ensure all staff are safe at work
- Embed a culture that reflects our ICARE values
- Develop each person and build high-performing teams
- Cut red tape to empower people at every level
- Attract and retain staff as an employer of choice.

### MEASURES

- ↓ Incidents At Work
- ↓ Conduct and Performance Matters
- ↑ Development Plan completion
- ↑ Staff Reported Experience
- ↓ Turnover Rate.

## Improve patient experience



### STRATEGIES

- Put patients first in all that we do
- Ensure our services are culturally appropriate
- Maximise the use of virtual care models
- Deliver care closer to home for rural patients
- Develop future-focused tertiary services.

### MEASURES

- ↑ Patient Reported Experience
- ↑ Cultural Practice Program Completion
- ↑ Virtual Care Utilisation Rates
- ↑ Rural Patients Treated at Home
- ↑ Service Self-Sufficiency

## Better value care



### STRATEGIES

- Eliminate low-value care
- Continuously optimise our productivity
- Strengthen partnerships with other providers
- Deliver new infrastructure to meet future needs
- Allocate resources in a responsible manner.

### MEASURES

- ↓ Avoidable Hospital Readmissions
- ↓ Relative Stay Index
- ↓ Cost versus funding per activity unit
- ↑ Capital expenditure performance
- Budget position.

